



Surrey County Council Countryside Estate Business Plan 2014 Executive Summary

1. INTRODUCTION

The objective of the Business Plan is to set out viable plans, agreed by Surrey County Council (SCC) and Surrey Wildlife Trust (SWT), for the management of the County Council's Countryside Estate (the Estate) in order to improve the visitor facilities and ensure the landscape is conserved and enhanced for future generations. This plan focuses on continuing the management of the Estate whilst developing and implementing plans that can deliver increased commercial income from the Estate. The implementation of these plans, once agreed by both parties, will further reduce the annual contribution from SCC, for SWT's management of the Estate over a number of years.

This Executive Summary of the Business Plan covers an initial period of two years in which significant reductions to SCC's annual contributions are guaranteed-, and includes proposals for key plans which will yield long-term financial growth. Over the next 18 months, SCC and SWT will work together to produce a five-year Business Plan that makes a positive contribution to wider SCC and SWT objectives, with the aim of achieving financial sustainability.

1.1 Background and the Countryside Estate

In May 2002, SCC awarded a 50-year Partnership Contract (the Contract) to SWT for the management of its Estate in return for annual payments. SCC selected SWT to manage the Estate in order to secure its future, protect it from further deterioration and improve value for money in its management. The Countryside Estate comprises around 10,000 acres, a significant proportion of which is covered by national and international designations for wildlife conservation. Over 80 events are held on the Estate each year, and over 4200 volunteer days are spent helping to manage it.

The Estate is funded by a combination of:

- Annual payments from SCC;
- Property Income – from commercial and residential property;
- Environmental Stewardship Grants;
- Charitable fundraising by SWT for key projects on the Estate; and
- Trading and other commercial income.

The annual contribution from SCC is calculated according to a financial formula, set out in the Contract, which provided an incremental reduction in the contribution by £300,000 over the first 12 years to £959,000. SWT introduced new income streams, improved value for money through careful procurement, grew trading revenue and gained Environmental Stewardship Grants, increasing income by £500,000 per year.

1.2 Principles Underpinning the Business Plan

Constructive discussions between the Partners have established the key principles which will underpin the development of the Estate in the coming years. These are:

1. **Commerciality** – identify and develop commercial opportunities so that the Estate becomes self-sustaining over a realistic timeframe and the partners are working towards a zero contribution from SCC by 2021;
2. **The Estate is pro-actively managed to contribute to the wider strategy of SCC** - this includes contributing towards SCC's strategic goals for tourism, leisure, health and well-being, employment and education;
3. **The Estate is pro-actively managed to contribute to the Living Landscapes strategy of SWT** - this includes conservation for the benefit of wildlife and the people of Surrey and educating people of all ages and abilities in the value of wildlife.

Over the next 18 months opportunities to increase the commercial income earned from the Estate will be identified and business cases developed. A number of ideas have already been identified by SWT and some are already being implemented. This will be supported by the development of an improved set of Key Performance Indicators (KPIs) which drive the positive desired outcomes of the plan; underpinned by a new Service Delivery Specification (SDS). The Partnership Committee will also create a Task Group which will play an active role in identifying, evaluating and supporting new opportunities. These plans will form the backbone of a new five-year Business Plan which will be completed by April 2016. After April 2016, it will become a rolling five-year plan which will incorporate new ideas as they are developed.

Realising these exciting plans will require significant investment. It is expected that this will come from a variety of sources including both Partners. . The investing partners will receive returns calculated in proportion to their level of investment. Working closely with Surrey Countryside and Rural Enterprise Forum (SCREF), and its partner organisations, will be important to this.

Moving the Estate to a more commercial footing will bring rewards and risks to both partners. Mechanisms for sharing these will be developed over the coming months. To manage risk effectively, and enable the Partnership to plan for the long-term with confidence, it will be necessary to maintain a balanced portfolio of income streams ranging from low risk sources such as property, through to higher risk and higher return sources.

In developing plans for the Estate other factors will be taken into account. These will include making sure these plans work in harmony with the many statutory protected sites on the Estate and that they benefit other SCC and SWT objectives, such as public health and well-being.

2. Business Plan Proposals

1. The Business Plan puts forward realistic proposals for developing commercial opportunities on the Estate. An important part of the development of the Business Plan over the next 18 months will be to produce an overarching strategy which will show how key sites and the Estate as a whole will contribute to achieving the three principles set out above.

SWT has already done a lot of work for this plan and whilst further developing it, other estates will be researched and professional advice taken to support the creation of a robust plan. The plans are grouped into:

- **Savings Plan 2014/15 and 2015/16;**
- **Early Return Initiatives** – many of which are already being implemented;
- **Identified Commercial Opportunities** – for which business cases are being worked up; and
- **Additional Commercial Opportunities** – potential new income streams to be scoped and evaluated.

2.1 Savings Plan: 2014/15 and 2015/16

In the early years SWT was asked to make substantial savings to allow the contribution from SCC to be reduced. It has been agreed that SCC's contribution will reduce to £859,000 for 2014/15 and £759,000 for 2015/16. This yields significant additional savings of £151,000 for these two years, on top of the savings of £200,000 agreed in the original Business Plan, produced in July 2014. (The original plan envisaged a saving of £200,000 over 5 years and included annual inflation). The reduction will be met largely through cost savings as significant new sources of commercial income will not come on stream until 2016/17.

These savings are already being implemented and unless there is a material *force majeure* event such as a major outbreak of foot and mouth, are fully guaranteed by SWT. They fall into three categories:

1. **Staff Restructuring:** The Countryside Management Team will be restructured whilst increasing resources with a commercial focus;
2. **Efficient Cross-Estate Working:** SCC resources will be redeployed to support projects on non-SCC sites; and
3. **One-Off Savings, Changes to the SDS and Deferral of Expenditure:** one-off budget cuts will be made covering areas such as staff training, equipment, signage and surveys. Some smaller car parks will be closed; and certain Estate works such as tree thinning, will be deferred for one or two years.

2.2 Early Return Initiatives

SWT has introduced a better commercial structure, which has led to growth in existing sources of income, and implemented new initiatives that will produce early increases in income with minimal investment.

2.2.1 Filming: SWT plans to grow the income from filming through more active marketing and developing the relationship with Film Surrey. This will give the Estate a higher profile.

2.2.2 Woodland Management: A full external inventory review of the Woodland Estate is underway. The Trust is establishing an enhanced Woodland Strategy and Woodland Management Plans which will improve sustainable management of the Woodland Estate, together with increased revenue from timber products and wood fuel.

2.2.3 Christmas Tree Sales: SWT is now selling Christmas Trees from Newlands Corner and intends to expand this to other popular car parks on the Estate across Surrey in future years.

2.2.4 Mobile Catering: As part of SWT's plans to increase visitor facilities across the Estate it is planning to tender for the opportunity to lease mobile catering pitches at car parks at Chobham Common and Whitmoor Common.

2.2.5 Additional Sponsorship and Support: Opportunities for sponsorship of vehicles, corporate support for sites, major events, and promoting produce associated with the Estate will be researched during the next 18 months.

2.2.6 Visitor Improvements at Newlands Corner and Ockham Common: One of the core objectives of the Partnership Agreement is to attract more visitors, of all ages and abilities, to the Estate and to increase public enjoyment and benefit gained from the Estate. Newlands Corner will see the first of these improvements over the next few years resulting in better facilities, such as:- way-marked trails, family play, an indoor café, retail and visitor space and high standard toilets Initial improvements will include the trails, play area and toilet facilities.

2.2.7 Procurement - Partnering with SCC to Ensure Value for Money: SWT is in discussion with SCC Procurement to establish if SCC contracts can be leveraged to provide savings while maintaining service quality.

2.2.8 Improving Visitor Facilities at Chobham Common and Whitmoor Common: The opportunity exists to improve visitor facilities at Chobham and Whitmoor Commons. The conservation status of the sites and community sensitivities need to be considered carefully in order to ensure the right option is chosen.

2.3 Additional Commercial Opportunities to be Developed

There are a number of opportunities, which have been identified as potentially viable, that will be worked up in 2015 to establish costs and income streams. -Key examples are outlined below and are due to be further explored.

2.3.1. Adventure Tenant: Potential sites for adventure experience providers will be identified and evaluated.

2.3.2 Holiday Accommodation: There is the potential to develop and launch a 'nature-based holiday' offering that further promotes Surrey as a popular tourist destination.

2.3.3 Events: The Estate is already popular for outdoor recreation , small scale events and informal events. There is potential to harness existing events and scale them up. The Trust has developed a key 'hub' on the Prudential Ride London, a legacy of the London Olympics 2012 that explores both London and Surrey.

2.3.4 Environmental Education through Forest Schools: SWT already works in partnership with SCC's Early Years and Childcare Service on Forest School activities. This activity will be extended onto the Estate.

2.3.5 Fundraising Plan: A fundraising plan will be created which will support both existing programmes and new initiatives on the Estate. The Trust has had success over the years at winning funding for a variety of projects.

2.4 Proposals for Property

Property was specifically included in the Contract, so that it would continue to provide an essential and low risk funding stream to SWT for the management of the Estate. By 31 March 2015, a partnership Business Plan for Property will be developed by SWT with SCC which will continue the good stewardship of the property whilst identifying key opportunities including:

- Maximising the income from the portfolio;
- Major project opportunities for developing existing properties which result in a higher return; and
- Options for the outstanding problem buildings e.g. Semaphore Tower.

2.5 Norbury Park Wood Products (NPWP) The Sawmill

The Sawmill manufactures high-quality, sustainably sourced wood products for local authorities, estate owners and local people. The Sawmill was restructured in 2011 with a new management team and Business Plan with the aim that NPWP be financially sustainable over three to five years. Implementing this plan has resulted in revenue growth of 35% over three years to £265,000 in 2013/14 and fixed costs being significantly reduced. Previous heavy losses have been reduced significantly and, excluding the support provided by the Trust, the loss is now below £10,000 p.a.

A new Business Plan will be prepared by March 2015 which will set out how the improvements of the last two years can be developed further to make NPWP a financially stable business that contributes to the Estate.

**APPENDIX: SCC PARTNERSHIP - SAVINGS
PLAN FY14/15 AND FY15/16**

		FY14/15			FY15/16		
	Notes	Savings Plan Forecast £	Original Business Plan £	Variance £	Savings Plan Budget £	Original Business Plan £	Variance £
INCOME							
Grants	1	337,917	365,229	(27,312)	327,330	364,330	(37,000)
Trading and Other Income	2	57,673	76,915	(19,242)	121,138	228,471	(107,333)
Property Income	3	421,062	421,062	0	428,192	428,192	0
NPWP Sales	4	268,944	284,320	(15,376)	301,465	306,465	(5,000)
INCOME - EXCL. SCC AGREEMENT		1,085,596	1,147,526	(61,930)	1,178,125	1,327,458	(149,333)
SCC AGREEMENT	5	859,000	873,666	(14,666)	759,000	895,087	(136,087)
TOTAL INCOME		1,944,596	2,021,192	(76,596)	1,937,125	2,222,545	(285,420)
COST OF SALES							
Cost of Sales (NPWP)		87,845	84,907	(2,938)	85,953	87,403	1,450
TOTAL COST OF SALES		87,845	84,907	(2,938)	85,953	87,403	1,450
STAFF COSTS							
Staff Salaries & NI	6	925,049	974,488	49,439	934,847	1,051,793	116,946
SWT Pensions Contribution	7	28,331	38,836	10,505	37,112	40,413	3,301
SCC Pension Deficit Levy	7	113,694	113,786	92	112,561	115,061	2,500
Other Staff Costs		32,685	36,299	3,614	34,776	38,975	4,199
TOTAL STAFF COSTS		1,099,760	1,163,409	63,649	1,119,296	1,246,242	126,946
EXPENDITURE							
Motor Vehicles		104,629	94,884	(9,745)	98,819	97,488	(1,331)
Land Management Costs	9	221,721	272,195	50,474	262,806	304,474	41,668
Equipment & Depreciation	10	53,183	61,315	8,132	58,425	68,074	9,649
Property Management & Costs	11	152,479	140,201	(12,278)	139,645	121,785	(17,860)
Other Costs	12	189,027	204,000	14,973	208,135	252,662	44,527
TOTAL EXPENDITURE (NON STAFF)		721,038	772,595	51,557	767,830	844,483	76,653
TOTAL EXPENDITURE (CoS, STAFF & NON-STAFF)		1,908,643	2,020,911	112,268	1,973,079	2,178,128	205,049
SURPLUS/(DEFICIT)		35,954	281	35,673	(35,954)	44,417	(80,371)
Add Surplus from FY14/15					35,954		
TOTAL SURPLUS / (DEFICIT) FOR FY14/15 AND FY15/16					0		

Notes: The table above show the budgets for the Partnership for FY14/15 and FY15/16. The 'Savings Plan Forecast and Budget' are the figures revised as a result of implementing the Savings Plan. The 'Original Business Plan' columns show the budgets submitted in the original July 2014 Business Plan from which further savings to SCC's contribution were agreed.

1. Grants: These comprise Higher Level Stewardship Grants and Single Farm Payment which fund commitments under long-term environmental stewardship grants. The EU has recently revised the rules on Single Farm Payment which will reduce income under this scheme by £27,000 and £37,000 over the two years.
2. Trading and Other Income: Includes income from fishing licences, way leaves, filming, wood sales and Christmas tree sales. It also includes income from proposed visitor improvements to key sites. The change of implementation date for these improvements means that the income from this source will be lower in FY15/16 than originally planned.

3. Property Income: Includes the rents earned from SCC owned property, including Bocketts Farm transferred to SWT under the Partnership agreement.
4. NPWP Sales: Includes sales of oak garden furniture and other green oak products.
5. SCC Income: SCC's contribution has been reduced by £151,000 over the two years yielding the savings required.
6. Staff Salaries and NI: Savings reflect the restructuring of the Countryside Management team and the reduction in cost arising from the redeployment of SCC staff onto non-SCC sites. It also takes account of deferral of recruitment of roles to support visitor improvements at Newlands Corner and Ockham Common.
7. Pension costs include those staff on SWT contracts plus those transferred under TUPE from SCC at the inception of the agreement.
8. Land Management and associated costs: This covers the bulk of the activity on the land, including direct land management works, tree safety works and maintenance and improvement of car parks, roads and tracks. Savings reflect the reductions in spend to deliver SCC savings and reduction in Single Farm Payment income.
9. Equipment: Includes the cost of tools and other equipment, such as chainsaws and the depreciation, maintenance and repair of larger equipment used to deliver the land management works and wood product manufacturing at Norbury Park Wood Products.
10. Property Management: Includes the expenditure required to maintain and improve the property portfolio in accordance with the Routine Maintenance Plan and the Asset Management Plan plus rent, rates and utility costs of buildings on the Estate.
11. Other Costs: Includes the other costs of managing the Estate including: Communication, IT, Insurance, Professional fees, the overhead recovery of SWT management and resources in supporting the Estate, Travel costs for the 4,000 volunteer days worked on the Estate and costs of operating visitor improvements at Newlands Corner .

Draft Governance for the Surry County Council /Surrey wildlife Trust Partnership to Manage the Countryside Estate.

Review of Governance of The Partnership Agreement between Surrey County Council and Surrey Wildlife Trust

The Partnership Committee as a Strategic Body

- *The Partnership Committee meets at least twice a year.*
- *Its role will be to support the Delivery Body in the delivery of the business plan and service and advise on strategic direction.*
- *The Constitution of the committee would remain similar to the current constitution. Membership comprising equal numbers from the County Council and Trustees from SWT and one representative from the Access Agreement Owners. There is also provision to have substitutes.*
- *It would receive interim reports on performance (November) and an annual performance report (July) at the end of the financial year with a forward plan for the next year in April.*
- *The committee will continue its mediation role as set out in the constitution and Agreement.*

The Delivery Body

- *Reporting to the Partnership Committee will be the Delivery body, which manages the performance of the Contract, resources, communication and produces collective action plans to deliver the business plan.*
- *The aim of the group will be to work as a partnership towards the financial sustainability of the Countryside Estate.*
- *This group will evaluate and sign off proposals that support the business plan while seeking approval for those proposals considered higher risk from the CEO and Assistant Director Environment (or other appropriate senior manager as agreed)*
- *This will include the monitoring of Business Plan Key Performance Indicators (KPIs), the Service Delivery Specification (SDS), Asset Management Plan and the Repairs and Maintenance Programme (RMP), and other agreed documentation as required*
- *This group receives the annual and interim performance report.*
- *The Constitution of the Delivery Body will compromise of agreed personnel from SCC Countryside, SCC Property and SCC Business Services Directorate; and SWT Countryside Management, SWT Finance and SWT Property Management. Other personnel will be invited as required.*
- *Prior to the annual performance review the CEO and Assistant Director Environment will attend to sign off the annual review and associated documentation and recommend it to the Partnership Committee.*
- *SWT and SCC would chair the group alternately changing every two years.*

Implementation Body (Required)

- *Two representatives, one from SCC and one from SWT then oversee implementation.*
- *Deals with the day to day management of the agreement.*
- *This body will draw in any additional expertise as required and address delegated tasks as per the Delivery Body.*

Running the Partnership Committee

- *Appendix 2 sets out the proposed structure for the three levels that provide direction and monitoring for the Partnership.*
- *The matters that it is proposed should be taken to the Partnership Committee are set out in the constitution and should be of a strategic nature to allow the Partnership Committee to take on a more influential role in the overall way the Agreement is managed. The final decision will still rest with the two partner bodies and the owners of the Access Agreement land. Key reports that will come to the Partnership Committee are the Business Plan (2014-19) that covers a 5-year cycle, and the Annual Report including the financial report. These will also be referred to the SWT Council and Cabinet Member at SCC.*

Engaging Members of the Partnership Committee

- To ensure that members of the Partnership Committee are engaged in the work of the Partnership and understand their role, new members will be given an induction programme and an ongoing annual meeting/site visit to show members the work of the Partnership Agreement.

**SURREY COUNTRYSIDE PARTNERSHIP COMMITTEE
Constitution**

The Aim of the Document

1 The aim of this document is to set out the role, responsibilities, and operation of the Surrey Countryside Partnership Committee. The constituent bodies of the Surrey Countryside Partnership Committee are Surrey County Council, Surrey Wildlife Trust and the access agreement landowners.

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Purpose of Committee

2 The primary purpose of the Committee will be to enable SCC and SWT through membership of the Committee to have an overview on the appropriate management of agreed areas of countryside land and property in Surrey, and within these areas the adoption of best practice and high levels and standards of:

- Sustainability
- Enhancement of natural beauty
- Conservation of habitat and built heritage
- Public access and enjoyment
- Public knowledge, understanding and support.

3 The Committee will give particular attention to achieving an appropriate balance in its work between these objectives.

Role of Committee

4 The Committee will be an advisory and not an executive body. The Committee will play a part in:

- Agreeing the policies and approach to sustainable management of the agreed areas of land and property
- Developing the image and profile of the partnership
- Developing and supporting appropriate initiatives
- Building public and political support
- Ensuring identifiable achievements
- Aiming to secure a year on year increase overall in finance available for the management activities
- Mediation.

5 The Committee may express its advice by way of recommendations to its constituent bodies and other organisations on policies and the allocation of resources in relation to the agreed areas of land and property.

Areas of Reference

6 The work of the Committee will include the following:

(a) To receive reports from the constituent bodies or Surrey Wildlife Trust on:

- Policy and strategy for the partnership
- In line with SCC's Procurement Standing Orders the appropriate contract (Over £500,000) and leases that are over 10 years.
- Arrangements for consulting local opinion including through consultative groups and in other ways, and receive reports from these consultative forums.
- The development of joint initiatives between the partners on the Committee and others on informal educational use of the land and property, and provision of visitor facilities.
- Development and use of the land and property including intensification of activities, such as: vehicle charging, development of commercial activities including concessions and events, noisy and disruptive activities including motorcycle trials, rallying, shooting, and hunting.
- Financial and other resources to secure appropriate management and development issues.
- On any other matters referred from the constituent bodies or the management company (Surrey Wildlife Trust.) for comment.

(b) To discuss issues arising in relation to any of the above in paragraph 6 (a) and give advice.

(c) To set up and decide on terms of reference of any panels, working groups or consultative arrangements in relation to any of the above in paragraphs 6(a) or 6(b).

(d) To set up and decide the procedure for mediation panels and to receive their reports.

(e) To produce an annual report of its activities to be distributed to the constituent bodies and other interested parties.

Mediation Role

7 A mediation panel set up by the Committee, as set out in paragraph 8 below, will act as a "third party" mediator on issues arising from the management of the agreed areas of countryside land and property. Issues for mediation will include contractual matters by agreement and conflicting management strategies, as between the constituent bodies and Surrey Wildlife Trust. Mediation will not infringe any legal or contractual obligation or rights. A mediation panel will not be able to impose a decision on the parties, but will assist the parties to reach agreement.

8 The mediation procedure will only be used where all the parties concerned agree to this. If agreement is reached by the parties through the mediation procedure it will be operationally binding. The Committee will agree a procedure to be followed and will nominate four members to act as a mediation panel for the Committee. The mediation process will take no longer than 28 days from receipt by the chairman of the Committee of a letter stating the issue for mediation. The mediation panel will give their decision on the mediation process to the parties, and will subsequently report back to the Committee with the outcome of the mediation process. A decision by the mediation panel, except where agreed by the parties, will not be binding on the parties. Under the legal agreement for services on the Countryside Estate between Surrey County Council and Surrey Wildlife Trust disputes or differences between the County Council and the Trust will be referred, where not resolved via the Committee's mediation panel, to an independent third party.

Membership

9 Membership of the Committee will comprise:

- 5 representatives nominated from Surrey County Council
- 5 representatives nominated from Surrey Wildlife Trust
- 1 representative nominated from the access agreement landowners.

10 **Substitute Members**

Substitute Members may be appointed in the absence of another Member, subject to prior notification to the Chairman and supporting Officers. Substitute Members must be elected Members of the respective body of which the absent Member represents, or a nominated representative in the case of access agreement landowners.

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Membership Representation

- 11 The period of office on the Committee will be decided by each of the constituent bodies. It is expected that Committee members will normally serve from annual meeting to annual meeting. The local authority representatives will be elected Members and representatives of Surrey Wildlife Trust will be elected Members of the Trust Council. Deputies will be able to be appointed on the same terms as full Committee members.
- 12 Surrey County Council and Surrey Wildlife Trust representatives will be accompanied by appropriate officers in a non-voting capacity to offer professional advice. Representatives from the management company, and other agencies who are involved in managing the land and property, will attend to advise the Committee in a non-voting capacity as necessary.

Role of Members

- 13 Members are expected to:
 - Support the aims and intentions of the partnership.
 - Participate fully in the activities of the Committee.
 - Seek to harmonise the policies and strategies of their own organisations to secure integrated and effective outcomes.
 - Send appropriate senior representatives, properly briefed, to meetings.
 - Disseminate and advocate the agreed policies of the partnership committee, as appropriate, within their own organisations.

Chairman and Vice Chairman of the Committee

14 It is intended that the chairmanship of the Partnership Committee will rotate between Surrey County Council and Surrey Wildlife Trust every two years. The vice-chairman will be from the alternate organisation. In the event of neither the chairman nor vice-chairman being present at the meeting a chairman for the meeting will be elected from members present.

Number and Frequency of Meetings

15 The Committee will meet biannually or at such other times as the Committee may determine, at places and times to be determined. Special or extra meetings may be arranged. The biannual meeting immediately after the end of March of each year will be the annual meeting at which the annual report will be agreed and the chairman and vice-chairman for the following year will be agreed. Seminars, tours or site visits will be arranged as appropriate. The meetings will not be open to the public except as the Committee may decide.

Decision Making

16 Wherever possible, conclusions on discussions or recommendations made at the Committee will be by means of consensus. In the event of a vote being necessary, voting will be by a show of hands and decisions reached will be based on the majority of votes cast for or against a particular proposal. In the event of the voting being equal, the chairman of the Committee will have a second or casting vote, but in the event of the chairman choosing not to exercise the second or casting vote, the proposal in question will fail. The quorum of the committee will be 50% of members of which at least two representatives from Surrey County Council, two representatives from Surrey Wildlife Trust. For the avoidance of doubt, if any decision is made which is contrary to the provisions of the Agreement for Service between SCC and SWT then the provisions of the Agreement shall prevail.

Business to be considered at Meetings

17 Agenda for meetings of the Committee setting out the business to be dealt with will be despatched to members seven days (five working days) in advance of the meeting. The chairman may allow other business to be dealt with which is not on the agenda at their discretion. The chairman's agreement will be sought prior to the

meeting for any urgent items of business or any other business not listed on the agenda for meetings of the Committee. Meetings of the Committee shall be conducted in accordance with the Standing Orders of Surrey County Council, unless or until the Committee decides otherwise.

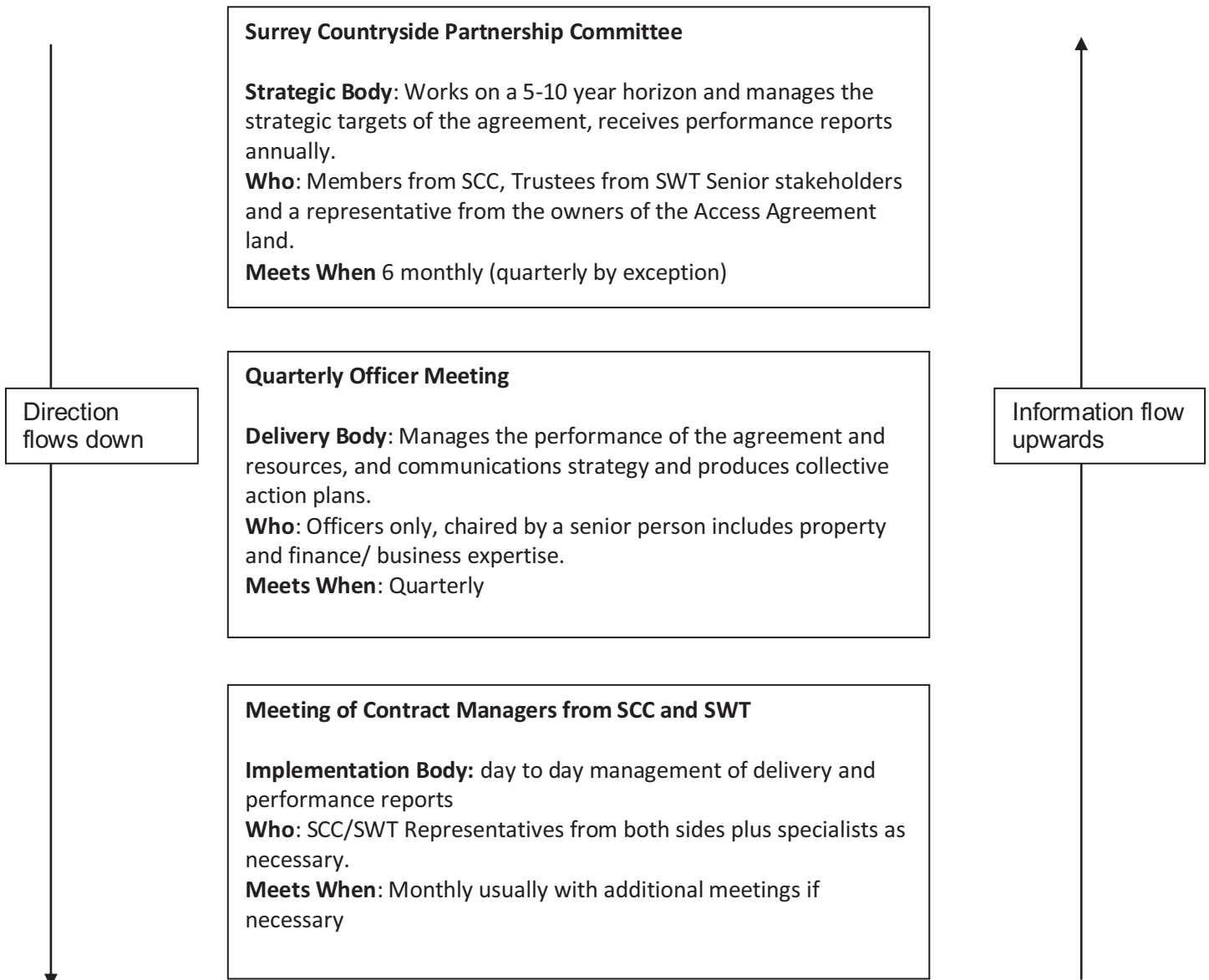
Support for the Partnership Committee

18 The secretariat for the Partnership Committee will be provided by Surrey Wildlife Trust with the cost being borne by Surrey Wildlife Trust. Officers from Surrey County Council and Surrey Wildlife Trust will provide the Partnership Committee with professional advice in relation to its terms of reference, work and activities, the cost in officer time of providing such advice being borne by the organisation involved. The officers will seek the advice of the access agreement owners and of other organisations or individuals on specific aspects of the Partnership Committee's work as considered appropriate.

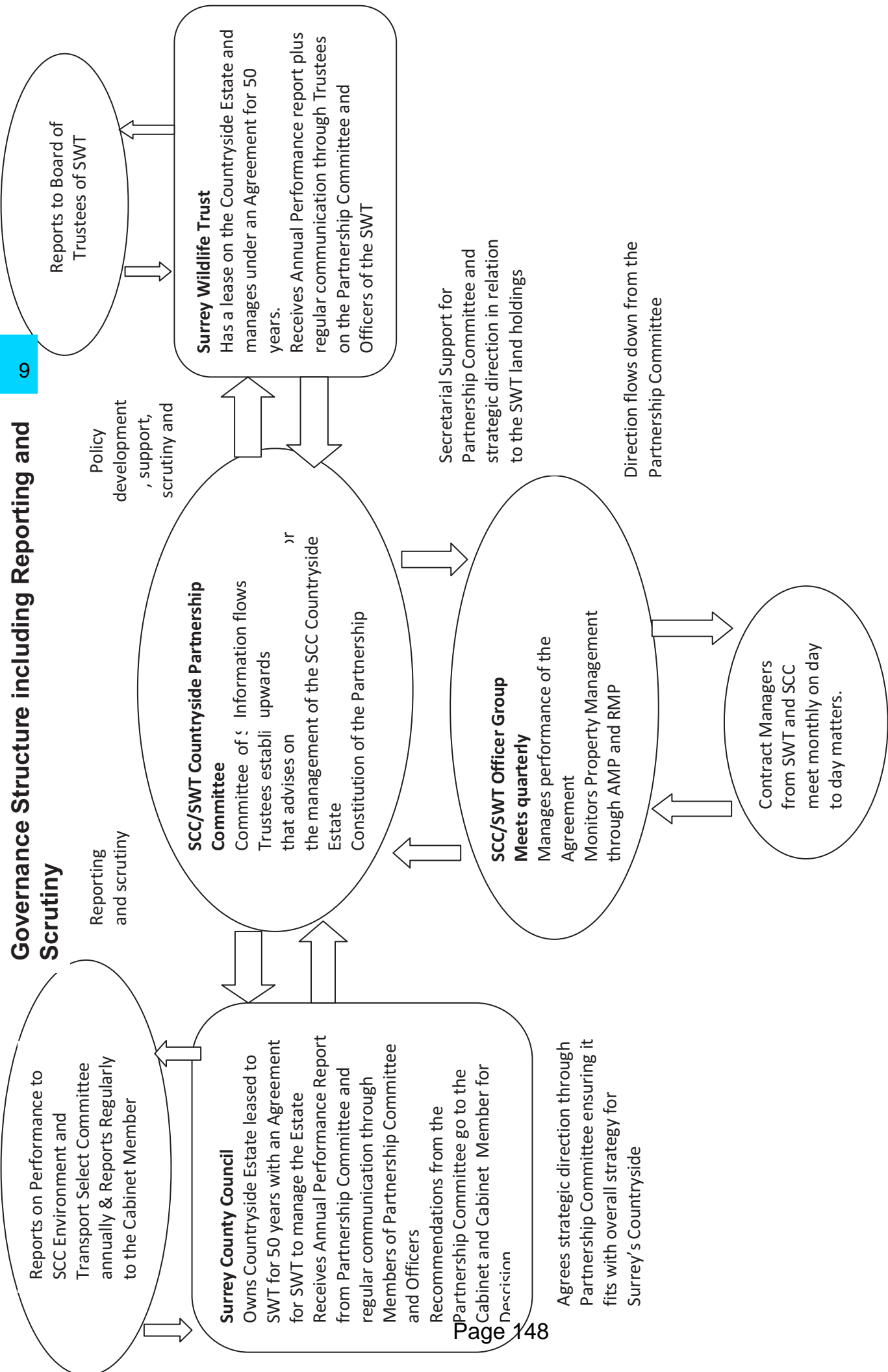
Changes to the Constitution

19 The Constitution shall be reviewed every 5 years or earlier if agreed and changes to the Committee's constitution must be a unanimous decision of Committee members present except where this relates to changes to meeting procedure as set out in Surrey County Council's Standing orders.

Model for Governance Structure between SWT and SCC



Governance Structure including Reporting and Scrutiny



Monitoring of Delivery of the SDS and KPIs will be the responsibility of the SCC Client Officer

	<u>Service Objective</u>	<u>Service Deliverable</u>	<u>Method of Reporting</u>	<u>Notes</u>	<u>Associated Document</u>
<u>KPI 1</u>	<u>Finance</u>				
1.1	SWT will maintain all relevant insurances to cover the land and property.	Insurance policy checked annually.	Uploaded to SharePoint	This will be checked by SCC Insurance Team	
1.2	SWT will operate a Health & Safety policy in line with HSE requirements. SWT will have agreed site risk assessments.	Policy and Risk Assessments in place.	Uploaded to Sharepoint To be checked annually and policy reviewed every five years between SCC and SWT	Site Risk Assessments to be included in management plans and management briefs and available on sharepoint to check. Activity risk assessments to be uploaded as appropriate.	Health and safety policy
1.3	SWT will report serious health and safety incidents immediately to SCC	Serious incidents reported to SCC Contracts Manager within 7 days	Email/ SharePoint for serious incidents.	Serious incidents including HSE Responses will be reported to 'Serious incidents' to be defined in health and safety policy.	
1.4	SWT will operate an agreed tree safety practice in accordance with SCC's tree management strategy	Practice note in place delivering in line with SCC tree management strategy	written exceptions report to quarterly meeting and monthly operational meeting as required.	The agreed tree safety practice note will be reviewed every 5 years.	Tree safety practice note
1.5	SWT will operate safe recruitment and equality and diversity policies	Policies in place	Upload policy to Sharepoint	Safe recruitment and equality and diversity policies, including a DBS check procedure, to be agreed with SCC and reviewed every 5 years.	Safe recruitment and equality and diversity policies
1.6	SWT will operate an agreed Freedom of Information policy for the Countryside Estate based on the Freedom of Information Act 2000	Policy in place	Upload policy to Sharepoint.	Freedom of Information policy to be agreed between SWT and SCC and reviewed every 5 years. This requires SCC FOI to lead on FOI inquiries and for SWT to assist SCC in accordance with the Policy.	Freedom of information policy
1.7	SCC and SWT will jointly maintain a	Risks and Issues log kept up to date	Activity report to	Register to be reviewed at quarterly	

	<u>Service Objective</u>	<u>Service Deliverable</u>	<u>Method of Reporting</u>	<u>Notes</u>	<u>Associated Document</u>
	register of issues and concerns that either party believe will affect the delivery of the service and achievement of the business plan.		quarterly meeting	Officers' meetings.	
	<u>Protection of Land</u>				
<u>KPI 2</u>					
2.1	SWT will manage all sites directly managed by SWT in line with agreed management plans/briefs.	All sites managed according to agreed management plans and briefs. Number and % of SSSIs in favourable / favourable recovering condition – increased or decreased. Number and % of SNCIs in active management	Annual performance report, which will be a public document	SWT will report progress on management of all SSSIs and SNCIs including progress towards achieving Biodiversity 2020 targets and NERC Act (2006) for SNCI's. This is measured annually and reported to Defra. Number of site management plans/briefs and/or agreed work programmes to be reported. Format of content to be agreed between SWT, SCC and Natural England.	
	SWT will review management plans or management briefs for all sites on a rolling programme. Management plans will be consented by Natural England (where appropriate) and agreed by SCC and management briefs will be agreed by SCC	Management plans and briefs agreed by Natural England and SCC and in place with an agreed timetable.	Annual performance report		Management plans and management briefs - review programme
2.2	SWT will measure the percentage of new priority encroachments resolved or passed to SCC for resolution.	Green 100% Amber 80-90% Red <80%	SharePoint as found and reported in Annual report	Encroachments are reported as found to SCC via the monthly client officer meeting	Encroachments procedure
2.3	SWT will support action taken on priority encroachments by SCC and deal with any management issues.	Encroachments procedure complied with	Annual performance report	An encroachment procedure will be agreed between SCC and SWT and will be reviewed every 5 years.	Encroachments procedure
2.4	SWT will manage public access to land subject of access agreements including managing travellers' incursions	Management of public access to access agreement owners' satisfaction and as set out in management plans and management briefs	Annual performance report	Appropriate management of access agreement land to be agreed between SWT and landowners and to be reviewed at annual meetings.	Procedure note on management of access agreement land

	<u>Service Objective</u>	<u>Service Deliverable</u>	<u>Method of Reporting</u>	<u>Notes</u>	<u>Associated Document</u>
				Procedure to be set out in practice note on management of access agreement land	
<u>KPI 3</u> <u>Sustainable Woodland Management</u>					
3.1	SWT and SCC will jointly agree a Sustainable Woodland Management Policy by December 2014 that sets out the principles of Sustainable Woodland Management and actions to deliver it thereafter.	Policy in place by December 2014	SharePoint	Sustainable Woodland Management Policy – overarching Policy that encapsulates the sustainable principles of managing the woodland. These being Access, Biodiversity and Productivity. The document will be agreed between SWT, SCC and the Forestry Commission.	Sustainable Woodland Management Policy
3.2	SWT will draw up Woodland management Plans and a Sustainable Woodland Management Strategy by December 2015.	Strategy in place by December 2015 that has been agreed by SCC and SWT and the Forestry Commission	Strategy uploaded to SharePoint	Woodland Management strategy based on the principles of the Sustainable Woodland Policy. This information forms the basis of revised Woodland Management Plans that will be created as per Management Plan Schedule	Sustainable Woodland Management Strategy
<u>KPI 4</u> <u>Public Engagement</u>					
4.1	SWT will manage all sites to the agreed visitor services standards and ensure that people are not discriminated against because they share certain protected characteristics as set out in Equality Act 2010	Compliance with the visitor service standards. Number of improvement measures outstanding and completed from previous year – increased or decreased Agreed by 31 st March 2015	VSS uploaded to SharePoint A programme of ‘Welcome Audits’ will be undertaken by SCC with SWT and improvement measures will be carried out by SWT as agreed with SCC.	Visitor services standards for sites and any changes and standards for the Estate to be agreed between SWT & SCC. Visitor services standards to be reviewed every 5 years. Programme for ‘Welcome Audits’ and timescales for completing actions to be agreed between SWT & SCC. Welcome Audit will take account of SCC/ SWT Savings Plan 2014/15 – 15/16.	Visitor Services Standards Handbook.

4.2	SWT will comply with the corporate representation standards.	SWT fully comply with standards	Annual performance report	Corporate representation standards to be agreed between SWT & SCC and reviewed every 5 years Any breaches will be considered as part of the issue resolution protocol	Corporate representation Guidelines.
4.3	SWT will operate an agreed comments, compliments and complaints policy compatible with SCC's policy	All complaints resolved within policy	Annual performance report	Comments, compliments and complaints policy to be agreed between SWT & SCC Policy to be reviewed every 5 years. Where complaints are unresolved within 90 days they will become part of Issue resolution	Comments, compliments and complaints policy
4.4	SWT will record volunteer days for each site and for the whole estate.	Number of volunteer work days recorded for the year for the Estate compared year on year.	Annual performance report	These should be broken down by main locations.	
4.5	SWT will record people engaged in "informal" educational events e.g. walks and talks for the Estate.	Number of "informal" educational events recorded for the year for the Estate.	Annual performance report	Contribution to the SCC objective to increase the number of people active in the Countryside. Informal education is walks. Talks and events . To use an evaluation of events collected from group leaders.	
KPI 5					
5.1	SWT will maintain the condition of buildings in line with an agreed Asset Management Plan.	20 year Asset Management Plan agreed by SWT and SCC. Repair & Maintenance Programme, produced by 1 November each year for discussion between SWT and SCC and agreed.	A property condition Survey to be undertaken every 5 years by SWT. Written report to quarterly meeting	Asset Management Plan to be kept under constant review. Annual meeting be held in November each year to agree the work programme for the following financial year Performance will be reported to quarterly Officers' meetings and to bi-annual meetings of the Partnership Committee to a schedule and a format to be agreed between SWT and SCC.	Asset Management Plan Repair and Maintenance Programme
5.2	SWT will manage the Property on a commercial basis to provide an economically sustainable income to support the long-term security of the Countryside Estate.	SWT will maintain the level of rental return from property in line with market value (as assessed by the RICS for that area), except where those properties have restrictions such as some farm tenancies and tied properties. {specific properties to which this	An evaluation of comparative market value will be undertaken every 5 years by SWT.	Baseline data – Chesterton Humberts Report on and valuation of Freehold Property Known as the SCC Countryside Estate 2012. Property includes a number of Tied Properties and long-term farm	

		applies are to be listed and agreed with SCC} Overall, market rents across the portfolio should be at 90% as an average for the year For April 2015, SWT will provide a Business Plan for the Property Portfolio.		tenancies which currently do not achieve market rents.	
5.3	From April 2015, performance will be measured against the Business Plan and the revised RMP	Green >75% Amber 60-75% Red <60%	Annual Performance Report		
5.4	SWT will comply with H&S Regulations for all properties	100% compliance	Annual Performance Report		
5.6	SWT will ensure that rent arrears less than 4%, measured at the end of the Financial year.	Green <4% Amber 4-7% Red >7%	Annual Performance Report		
5.7	SWT will ensure that the level of vacant property is less than 7.5%, allowing for reasonable time periods for major refurbishment between tenancies.	Green <7.5% Amber 7.5-10% Red >10%	Annual Performance Report		

SURREY WILDLIFE TRUST WILL MANAGE THE LAND TO THE AGREED SERVICE DELIVERY SPECIFICATION (SDS) AND WILL BE MEASURED ON THE COMPLIANCE WITH THE SDS AND ON THE KEY PERFORMANCE INDICATORS SET OUT BELOW.

KEY PERFORMANCE INDICATORS

KPI 1: Financial

Annual KPI targets as follows:

- Y1 (2014/15): SCC contribution is £859,000 (reduction of £100,000)
- Y2 (2015/16): SCC contribution is £759,000 (further reduction of £100,000)
- SCC 2016/17 and thereafter contribution will be dependent on further joint financial assessment of costs, income and external funding with the objective of working together to reduce the contribution from SCC to nil by 2021*.

*Assumes SCC Property portfolio continues to be managed by SWT.

1.1: Delivery of reduced SCC contribution from additional commercial opportunities

KPI targets will be fixed from 2016/17 onwards based on the forecast surplus figures included within the business cases that will be developed and approved during 2014/15 and 2015/16. The target will be reviewed, and if necessary altered, on an annual basis to reflect further new commercial opportunities and/or additional external funding opportunities that are identified and approved within the period.

Progress against targets to be measured at 6 monthly intervals.

KPI 2: Protection of Land

- 2.1 To deliver progress towards the Governments Biodiversity 2020 Target concerning ; aiming to have 90% of priority habitats in favourable or recovering condition and at least 50% of Site of Special Scientific Interest (SSSIs) in favourable condition, while maintaining at least 95% of SSSIs in favourable or recovering condition.
- Yr 1 (2014/15): Establish baseline data of SSSI's sites/ units in favourable or recovering condition. Non-designated priority habitats require baseline data and a scheme of monitoring. Agree a target for future years on designated sites; and a scheme of monitoring condition on non-designated priority habitats that can be reported against.
 - Yr 2 (2015/16): Monitor and report against target for progress towards the Governments Biodiversity Target 2020 in relation to SSSI targets.
 - Yr 3 (2016/17): Monitor and report against target for progress towards the Governments Biodiversity Target 2020 in relation to SSSI targets.
 - Yr 4 (2017/18): Monitor and report against target for progress towards the Governments Biodiversity Target 2020 in relation to SSSI targets.
 - Yr 5 (2018/2019): Monitor and report against target for progress towards the Governments Biodiversity Target 2020 in relation to SSSI targets.
- 2.2 To ensure that all of the SNCIs are in positive conservation management i.e. agreed Management Plan, in accordance with The Natural Environment and Rural Communities (NERC) Act (2006).
- 2.3 To ensure that any encroachments onto SCC land are actioned as per the Encroachments Procedure in order to protect the integrity of the land holdings over the period of the leases.

Accompanying Note

- There is not yet a methodology for priority habitats outside SSSIs and proxies are suggested such as sites being with a recognised land management scheme; Environmental Stewardship and its successor schemes, and Woodland Grant Scheme.
- 100% of sites will have jointly agreed work programmes and jointly agreed management plans with Natural England approval where relevant e.g. designated sites.

KPI 3: Sustainable Woodland Management

Annual KPI targets as follows:

Yr 1 (2014/15): Undertake the following:

- Sustainable Woodland Management Policy to be agreed by December 2014
- 100% SCC CE Woodlands to have a Woodland Assessment.

Yr 2 (2015/16):

- 50% of woodlands have jointly agreed management plans.
- Woodland Strategy to be developed by December 2015

Yr 3 (2016/17):

- 75% of woodlands have jointly agreed management plans

Yr 4 (2017/18):

- 100% of woodlands have jointly agreed management plans

Yr 5 (2018/19):

- Monitoring the Woodland plans based on the objectives and deliverables in the management plans. A KPI will be developed to reflect this during the period.

Accompanying Note

- Sustainable Woodland Management Policy – overarching Policy that encapsulates the sustainable principles of managing the woodland. These being Access, Biodiversity and Productivity. The document will be agreed between SWT, SCC and the Forestry Commission.
- Woodland Assessment - to survey and map the woodland resource. A woodland inventory will provide information on woodland composition and the volume of standing trees present. This information can then be used to inform management prescriptions and provide volume estimates of wood available for sale to local markets. This data will be used to create a GIS stock map and Sub-Compartment Database.
- Create individual Woodland Management Plans for each woodland or group of woodlands. These management plans are required by the Forestry Commission in order to secure grant funding.
- Produce a 30-year Strategic Woodland Plan and this is to be agreed with SCC, FC and NE.

KPI 4: Public Engagement

- 4.1 Maintain the number of volunteer days and seek to increase them, data already collected.
- 4.2 SWT will measure improvement in Visitor Satisfaction on 5 key sites (Chobham Common, Newlands Corner, Worplesdon Group of Commons, Wisley and Ockham Common and Norbury Park). Annual KPI targets as follows:
- Yr 1 (2014/15): Undertake the following:
- Establish data by jointly agreeing procedures and survey questionnaire.
 - To jointly agree a number of 'Welcome Audits' to be undertaken in 2015 to establish the baseline .
- Yr 1 (2015/16): Undertake the following:
- Undertake visitor surveys at Chobham Common and Worplesdon Group of Commons.
 - Jointly undertake the 'Welcome Audit's', agree actions and timescale for works.
- Yr 3 (2016/17):
- Undertake visitor surveys at Newlands Corner.
- Yr 4 (2017/18):
- Undertake visitor surveys at Wisley and Ockham Common and Norbury Park.
- Yr 5 (2018/2019):
- Undertake any further surveys as jointly agreed at the SWT/SCC Officers Meeting in 2018.
- 4.3 The monitor the number of people engaged in "informal" educational events e.g. walks and talks.
- Yr 1 (2014/15):
- Establish baseline data of people engaged in "informal" educational events e.g. walks and talks. Agree a target for future years.
- Yr 2 (2015/16):
- Monitor and report against target for the number of people engaged in "informal" educational events e.g. walks and talks.

Yr 3 (2016/17):

- Monitor and report against target for the number of people engaged in “informal” educational events e.g. walks and talks.

Yr 4 (2017/18):

- Monitor and report against target for the number of people engaged in “informal” educational events e.g. walks and talks.

Yr 5 (2018/2019):

- Monitor and report against target for the number of people engaged in “informal” educational events e.g. walks and talks.

Accompanying Note

- The aim is to increase the public engagement with the Countryside Estate in order to promote greater public awareness of the countryside, why it is important and why it needs managing and conserving: and to encourage greater physical activity for all ages and abilities in the countryside.
- Volunteer numbers should continue to be reported against but numbers are to be “maintained” rather than “increased” year on year because the numbers are reaching a saturation point. Aim will be to increase volunteering in appropriate areas where it is not so prevalent now.
- The ‘Welcome Audits’ will be required to take account of the SCC/ SWT Savings Plan 2014/15 – 15/16, avoiding areas e.g. car parks, interpretation where there are agreed service savings.
- There is a desire from both parties to increase the number of people enjoying the Countryside but visitors need to be spread across the Estate rather than just focussed at key sites and this will be balanced with continuing to protect the nature conservation value of these sites.

KPI 5: Property Management

- 5.1. All rentals will aim to be within the current market rent banding for a property of comparable size and location but some variation will inevitably occur due to lease restrictions, timings and property condition. Overall, market rents across the portfolio should be at 90% as an average for the year.
- 5.2. The delivery of the AMP will be measured against the property condition survey (Stock Survey) completed as part of the Property Business Plan and every 5 years thereafter.
- 5.3 To keep rent arrears at less than 4% per annum, measured at the completion of year end.

5.4 To ensure that the vacancy rate of occupied property is minimised and after taking in to account time between tenancies for refurbishment (not to be more than is reasonable), the average rate is less than 7.5% per annum.

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